
10. Economic Development

“George (sic) Angel set up camp on the banks of the creek and started mining. He found the gravel very rich but his success attracted other miners and Angel soon found that operating a trading post was even more profitable than mining. The camp that grew up around his store became Angels Camp.”

Calaveras, the Land of Skulls
by Richard Coke Wood (1955)

“With the prosperity of the camp came a desire for further improvement. It was proposed to build a hotel in the following spring, and to invite one or two decent families to reside there...”

The Luck of Roaring Camp, by Bret Harte

Requirements

An Economics Element is an optional general plan element.

Background

For purposes of economic and jobs analysis, Calaveras County is part of the *Mother Lode Consortium*--a labor market area defined by the California Employment Development Department Labor Market Information Division. The consortium includes Amador, Calaveras, Mariposa and Tuolumne Counties. Angels Camp is Calaveras County's primary retail, service and commercial center. In the interest of developing jobs with a median wage, the City of Angels, in cooperation with Calaveras County has undertaken the following economic development studies:

Economic Development Studies

Community Assessment – Volume I – Business Attraction & Expansion Study
(Applied Development Economics; November, 1993)

Industrial and Commercial Market Analysis Volume II – Business Attraction & Expansion Study (Applied Development Economics, November, 1993)

Economic Strategy and Implementation Plan Volume III – Business Attraction & Expansion Study (Applied Development Economics, November, 1993)

In addition, the City of Angels completed the following study:

Feasibility Study City-Owned Industrial Park, City of Angels Camp, Applied Development Economics, November, 2002)

In summary, the preceding studies provided the following recommendations:

Table 10-1 Top 25 Target Industries Recommended for Business Attraction and Expansion (in order of highest to lowest score) City of Angels, 2002	
1.	Misc. Publishing
2.	Millwork
3.	Book Publishing
4.	Wood Kitchen Cabinets
5.	Wines, Brandy & Brandy Spirits
6.	Reconstituted Wood Products
7.	Lead Pencils and Art Goods
8.	Structural Wood Members, NEC
9.	Sporting & Athletic Goods, NEC
10.	Surgical & Medical Instruments
11.	Telephone & Telegraph Apparatus
12.	Canned Specialties
13.	Chemical Preparations, NEC
14.	Surgical Appliances & Supplies
15.	Concrete Block & Brick
16.	Products of Purchased Glass
17.	Adhesives & Sealants
18.	Lighting Equipment, NEC
19.	Ready-mix Concrete
20.	Food Preparations, NEC
21.	Commercial, Industrial, Institutional Electrical Lighting
22.	Gypsum Products
23.	Prerecorded Records & Tapes
24.	Pickled Fruits & Vegetables, Sauces, Salad Dressing
25.	Newspaper Publishing & Printing

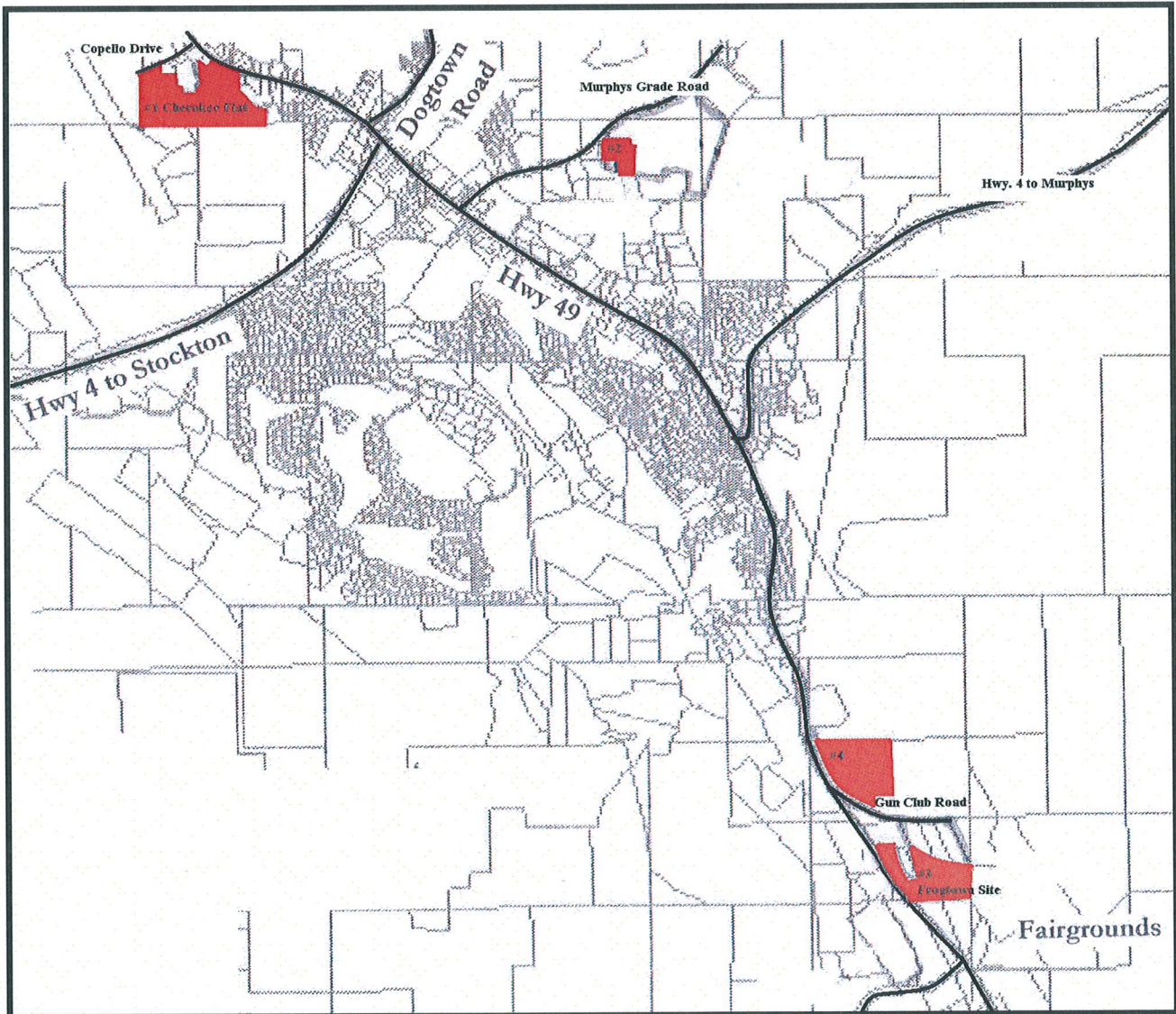
Table 10-2 Target Industries Recommended for Business Attraction and Expansion by Industry Group City of Angels, 2002	
Food & Kindred Products Canned Specialties Pickled Fruits & Vegetables, Sauces, Salad Dressings Wines, Brandy & Brandy Spirits Food Preparations, NEC <i>Meat products*</i> <i>Beverages*</i>	Stone, Clay, Glass & Concrete Products Products of Purchased Glass Concrete Block & Brick Ready-Mix Concrete Gypsum Products <i>Pottery & related products*</i>
<i>Miscellaneous Fabricated Textile Products*</i>	Electronic & Electrical Equipment & Components Commercial, Industrial, Institutional Electric Lighting Lighting Equipment, NEC Prerecorded Records & Tapes Telephone & Telegraph Apparatus <i>Electrical industrial apparatus*</i> <i>Communications equipment*</i>
Lumber & Wood Products (except Furniture) Millwork Wood Kitchen Cabinets Structural Wood Member Reconstituted Wood Products <i>Logging*</i> <i>Millwork, plywood & structural members*</i> <i>Miscellaneous wood products*</i> <i>Partitions and fixtures*</i>	Transportation Equipment <i>Motor vehicles and equipment*</i>
Printing, Publishing & Allied Industries Newspaper Publishing Book Publishing <i>Misc. Publishing*</i> <i>Periodicals*</i> <i>Commercial printing*</i> <i>Printing trade services*</i>	Instruments and Related Products Surgical & Medical Instruments Surgical Appliances & Supplies <i>Measuring and controlling devices*</i> <i>Medical instruments and supplies*</i>
Primary Metal Industries <i>Iron and steel foundries*</i>	Miscellaneous Manufacturing* Sporting & Athletic Goods Lead Pencils & Art Goods
Fabricated Metal Products <i>Fabricated structural metal products*</i> <i>Misc. fabricated metal products*</i>	Chemicals & Allied Products Adhesives & Sealants Chemical Preparations <i>Plastics materials and synthetics*</i> <i>Miscellaneous chemical products*</i>
Industrial Machinery and Equipment <i>Metalworking machinery*</i> <i>General industrial machinery*</i> <i>Industrial machinery, NEC*</i>	Rubber and misc. plastics products <i>Miscellaneous plastic products, NEC*</i>

*Likely to use a city-owned business park

Table 10-3 Target Commercial Businesses/Services Recommended for Business Attraction and Expansion City of Angels, 2002	
General building contractors – nonresidential buildings	
Special trade contractors	
Electrical work	
Roofing, siding, and sheet metal work	
Concrete work	
Miscellaneous special trade contractors	
Local and interurban passenger transit	
Local and suburban transportation	
Communications	
Telephone communication	
Radio and TV broadcasting	
Electric Services	
Sanitary Services	
Wholesale trade – durable goods	
Hardware, plumbing & heating equipment	
Business Services	
Services to buildings	
Personnel supply services	
Auto repair, services and parking	
Automotive repair shops	
Automotive services, except repair	
Miscellaneous repair shops	

The top four recommended locations for these businesses, pursuant to the *Feasibility Study City-Owned Industrial Park City of Angels Camp* (Applied Development Economics, November 15, 2002) are illustrated in **Figure 10-1**.

Figure 10-1
Top Four Recommended Business Attraction & Expansion Sites
Feasibility Study City-Owned Industrial Park City of Angels Camp (Applied
Development Economics, November 15, 2002)



In addition to these focused studies, the Employment Development Department provides information relative to the Mother Lode Region as a whole.

Mother Lode Consortium

As previously noted, Calaveras County is a member of the *Mother Lode Consortium*. The California Employment Development Department Labor Market Information Division (www.calmis.ca.gov) and the California Career Resource Network (www.CaliforniaCareers.info), in cooperation with Mother Lode Job Training have prepared the following study on behalf of the *Mother Lode Consortium*:

Mother Lode Consortium, Occupational Outlook 2001-2003 for the Mother Lode Counties of Amador, Calaveras, Mariposa, Tuolumne

The purposes of the study are to provide information for labor market decisions, including personnel management and career/vocational training program planning. Information is based on the findings of the California Cooperative Occupational Information System (CCOIS).

The preceding study, coupled with statistics provided in Census 2000, provide the statistics used in the following discussion of existing economic conditions in Angels Camp, Calaveras County and throughout the *Mother Lode Consortium*.

Economic Development Organizations and Agencies

Multiple organizations and agencies assist in encouraging a healthy business environment in Angels Camp and Calaveras County. These organizations include, but are not limited to, the following:

Calaveras County Chamber of Commerce (www.calaveras.org)

The Calaveras County Chamber of Commerce assists in the economic development of the county through pursuit of the following mission:

“. . . supports members and promotes business through member services, education, leadership development, legislation advocacy, and networking”

Calaveras County Economic Development Company (www.calaverasEDC.org)

The mission of the Calaveras County Economic Development Company (EDC) is:

“The primary purpose of the Corporation shall be the economic development of Calaveras County, while preserving residential and environmental standards, through a policy of growth management”

Calaveras Visitor's Bureau (www.gocalaveras.com)

The Calaveras Visitor's Bureau promotes the tourism economy of Calaveras County, including Angels Camp.

Calaveras Wine Association (www.calaveraswines.org)

The Calaveras Wine Association promotes the county's wine industry.

Job Connection of the Mother Lode (www.jobconnect.org)

Job Connection of the Mother Lode assists individuals with their employment needs. The mission of Job Connection of the Mother Lode is to:

Make the connection between people and jobs by providing information and services. Through community partnerships, our goal is to develop a well-prepared workforce, respond to employer needs and support a healthy local economy.

Angels Camp Boosters (www.angelscampboosters.com)

The Angels Camp Boosters Club was formed in 1925. It was comprised of businessmen from Angels Camp and Altaville. They 'boosted' the economy of Angels Camp and the surrounding communities. Three years after formation, the boosters held a celebration for the first paving of Main Street. The theme was based on the Mark Twain story, "The Celebrated Jumping Frog of Calaveras County". Originally a fraternal organization, the Angels Camp Boosters Club membership is now open to men, women and youth with the desire to improve Angels Camp and Calaveras County. Currently best known for organizing and being the officials of the frog jumps at the Calaveras County Fair & Jumping Frog Jubilee, the Boosters organization has a long history of service to the area.

Angels Camp Business Association (www.angelscamp.net)

The Angels Camp Business Association is an organization of the business and professional community of the Angels Camp area which promotes and facilitates business development. The mission of the agency is:

To unify and organize the business and professional community of Angels Camp in order to promote and facilitate business development, growth, and goodwill in the greater Angels Camp area.

Sierra Business Council (www.sbcouncil.org)

The Sierra Business Council (SBC) is a nonprofit association of more than five hundred businesses, agencies, and individuals working to secure the social, environmental and financial health of the Sierra Nevada region. Founded in 1994 and based in Truckee, California, the council views environmental quality as key to the Sierra Nevada's economic prosperity, and natural resource conservation as essential to building regional wealth.

SBC is a resource for business leaders, government officials, and other decision-makers seeking solutions to local and regional challenges. The SBC conducts research, policy analysis, public education, leadership development, and collaborative initiatives with local partners.

Existing Conditions

A. Employers

Angels Camp has five of the county's ten top employers. Top employers within the Angels Camp Sphere of Influence include:

Table 10-4 Angels Camp Sphere of Influence Top Employers by Number of Employees 2005	
Employer	# Employees (Approximate) July, 2003
Save Mart	67
Mark Twain Elementary School	60
Bret Harte High School	49
City of Angels	46
Pacific Gas & Electric	37
Longs	31
Propane Companies ¹	19
Banks/Financial ²	16
California Electric Steel	12
Greenhorn Creek Resort	75-80
United Parcel Services (UPS)	65
49er Subaru/a/	14
39 th Agricultural Association (Seasonal)	4-150

/a/ Information provided by company

Sources: 2002 America's Labor Market Information System (ALMIS) Employer Database, infoUSA and California Employment Development Department Labor Market Information System (www.calmis.cahwnet.gov)

¹ Ameri Gas, Campora, Mother Lode Propane

² Central Sierra, U.S. Bank, Guarantee, Pacific State

B. Labor Force

As indicated in the following table, Calaveras County has the second largest labor force in the *Mother Lode Consortium*. Angels Camp has the third largest labor force in Calaveras County.

Table 10-5 Labor Force – Mother Lode Consortium (Through December 31st, 2004 - not seasonally adjusted)			
County City	Total Population	# Individuals in Labor Force	% Total Population In Labor Force
Amador County	37,574	17,100	45.5%
Calaveras County	44,736	20,000	44.7%
Angels Camp	3,537	1,600	45.2%
Arnold		2,200	
Murphys		900	
San Andreas		1,100	
Rancho Calaveras		2,000	
Valley Springs		1,300	
Copperopolis		1,300	
All other		9,600	
Mariposa County	17,991	8,600	47.8%
Tuolumne County	58,504	25,700	43.9%

Source: www.calmis.cahwnet.gov

Occupations of those working in the city are summarized as follows:

Table 10-6 Angels Camp Employment by Occupation City of Angels, Census 2000	
Occupation	Number of Individuals
Precision production, craft and repair occupations	162
Administrative support occupations including clerical	138
Service occupations except protective and household	137
Sales occupations	116
Professional specialty occupations	96
Transportation and material moving occupations	80
Executive, administrative and managerial	63
Handlers, equipment cleaners, helpers and laborers	57
Machine operators, assemblers and inspectors	41
Farming, forestry, fish	31
Technicians and related support occupations	27
Protective service occupations	19
Private household occupations	9

Workers in the city are employed in the following industries:

Table 10-7 Angels Camp Employment, by Industry City of Angels, Census 2000	
Industry	Number Employed
Retail Trade	223
Construction	138
Personal services	63
Manufacturing, durable goods	55
Public Administration	55
Educational Services	54
Health Services	51
Communications and other public utilities	39
Mining	31
Agriculture, forestry and fisheries	30
Wholesale trade	28
Transportation	24
Business and repair services	24
Manufacturing, nondurable goods	20
Entertainment and Recreation Services	3

C. Income & Wages

Table 10-8 2002 Per Capita Personal Income Mother Lode Consortium Source: California Employment Development Department (US Bureau of Economic Analysis)		
County	Total Personal Income (Entire County)	Per Capita Personal Income
Amador	\$961,241,000	\$26,162
Calaveras	\$1,128,063,000	\$26,165
Mariposa	\$426,563,000	\$24,631
Tuolumne	\$1,402,665,000	\$25,044

Calaveras County has the highest per capita personal income in the Mother Lode Consortium (2002).

The median area income for a family of four in Calaveras County is \$52,800 (California Department of Housing and Community Development, April 9, 2003). **Appendix 10B** identifies mean annual wages by occupation for the Mother Lode region (Alpine, Amador, Calaveras, Inyo, Mariposa, Mono and Tuolumne Counties). Information relating average income to housing costs in Angels Camp is detailed in the General Plan Housing Element.

D. Work Patterns/Commute

Table 10-9 County-to-County Commute Patterns Source: Census 2000		
Area of Residence	Area of Work Place	Number of Workers
Calaveras County	Calaveras County	9,331
Calaveras County	Tuolumne County	679
Amador County	Calaveras County	331
Calaveras County	Alameda County	316
Calaveras County	Boone County, AR	27
Alameda County	Calaveras County	26
Calaveras County	Yolo County	24
Calaveras County	El Paso County, CO	10
Butte County	Calaveras County	8
Alpine County	Calaveras County	2

E. Unemployment

Angels Camp has historically had higher unemployment than Calaveras County as a whole.

Table 10-10 Levels of Unemployment in the Mother Lode Consortium 1990, 1992, 1994, 1996, 1998, 2000, 2002, 2004 (Annual Average Percentage Unemployment)								
County City/Area	1990	1992	1994	1996	1998	2000	2002	2004
Amador County	5.2	9.2	8.2	6.8	5.5	5.1	5.5	5.4
Amador City						2.7	3.0	2.9
Ione						3.7	4.1	4.0
Jackson						4.4	4.8	4.7
Plymouth						1.6	1.8	1.8
Sutter Creek						6.2	6.7	6.6
Calaveras County	6.8	12.1	11.2	9.4	8.8	5.4	6.3	6.5
Angels Camp						6.3	7.2	7.5
Arnold						3.9	4.5	4.7
Murphys						2.2	2.5	2.6
San Andreas						9.2	10.6	10.9
Mariposa County	5.7	8.8	9.6	9.0	7.7	6.1	6.3	6.6
Bootjack						4.6	4.8	5.0
Mariposa						3.8	4.0	4.2
Tuolumne County	6.7	11.4	11.1	10.3	8.0	5.8	6.5	6.8
Columbia						6.4	7.2	7.5
Groveland						5.6	6.3	6.5
Jamestown						11.9	13.3	13.8
Sonora						6.0	6.7	7.0
Tuolumne						7.5	8.5	8.8
Twain Harte						2.2	2.5	2.6

Source: Employment Development Department Labor Market Information Division,
www.calmis.cahwnet.gov

F. Occupational Outlook

Occupations within the *Mother Lode Consortium* expected to have the fastest job growth (percentage change) are as follows:

Table 10-11 Occupations with the Projected Fastest Job Growth (% Change) (2001-2008 Estimated Year - Projected Year)				
Occupation	Employment Estimated	Employment Projected	Employment Number	Change Percent
Welders, cutters, solderers, and brazers	40	70	30	75.0
Computer support specialists	70	120	50	71.4
Network and computer systems administrators	30	50	20	66.7
Tapers	30	50	20	66.7
Urban and Regional Planners	20	30	10	50.0

Source: www.labormarketinfo.edd.ca.gov, 2004

Appendix 10A includes a detailed list of the fastest growth occupations and occupations with the greatest job growth projected for the *Mother Lode Consortium* for 2001-2008.

Table 10-12 Jobs with the Highest Projected Number of Job Openings	
Occupation	# Job Openings Projected
Cashiers	810
Salespersons, retail	560
Correction officers, jailers	530
Waiters and waitresses	530
Combined food preparation service	330
General office clerks	320
General managers, top executives	280
Teachers, elementary school	260
Food preparation workers	250
Teacher aides, paraprofessional	220
Police officers	220
Maids and housekeeping cleaners	220
Registered nurses	210

Source: Employment Development Department, Labor Market Information - Mother Lode Region (Alpine, Amador, Calaveras, Inyo, Mariposa, Mono, Tuolumne Counties) - [www.calmis.ca.gov/file/occup\\$/oeswages/MLRegoes2001.htm](http://www.calmis.ca.gov/file/occup$/oeswages/MLRegoes2001.htm)

G. Industry Outlook

Fastest growing industries in the Angels Camp/Calaveras County area, pursuant to the California Employment Development Department Labor Market Information System (2004) (www.calmis.cahwnet.gov) include:

- Services/Health Services. The fastest growing industry - projected to increase by 8.2% by 2004. Within this category, health services are expected to create a demand for 100 new jobs.
- Retail Trade. Expected to see a 5% increase by 2004.

The California Employment Development Department Labor Market Information System (2004) also includes the following new and expanding industries in the Angels Camp/Calaveras County area:

- Tourism. The local economy has been diversifying and tourism has become an increasingly important industry.
- Non-Resource-Based Industries. With the decline in the mining and timber industries, other industries are growing in response to the changing needs of the county, moving beyond resource-based industries and towards the growing use of computers, electronics and technology.

In recent years, construction and real estate have been a source of economic growth locally and statewide.

H. Taxable Sales/Receipts

In 2002, Angels Camp was responsible for 23% of the taxable sales of Calaveras County, although the city contains only 7.8 % of the total population of the county.

Table 10-13 2002 Taxable Sales Per Capita (<i>Mother Lode Consortium</i>)			
County/City	Taxable Sales	Population	Taxable Sales Per Capita
Amador County	\$382,929,000	36,050	\$10,622.16
Calaveras County	\$257,762,000	41,800	\$6,166.56
Mariposa County	\$132,280,000	17,100	\$7,735.67
Tuolumne County	\$552,663,000	55,900	\$9,886.64
City of Angels/a/	\$58,689,000	3,290	\$17,838.60

Source: California Board of Equalization (Taxable Sales); Census 2000 (Population)

/a/ Totals for Calaveras County include the City of Angels taxable sales

Table 10-14
Calaveras County Total Receipts
by Businesses Subject to Federal Income Tax, 2002

Source: U.S. Census Bureau

Description/a/	# of Establishments	Receipts
Total all sectors	3,158	\$150,512,000
Forestry, fishing & hunting and agricultural support services	58	1,704,000
Construction	507	45,220,000
Manufacturing	109	4,700,000
Wholesale trade	58	5,590,000
Retail trade	360	13,585,000
Transportation & warehousing	101	8,566,000
Finance & insurance	58	3,683,000
Real estate and rental and leasing	354	21,360,000
Professional, scientific, and technical services	452	16,105,000
Administrative, support, waste management and remediation services	192	4,101,000
Educational services	50	623,000
Health care and social assistance	194	4,929,000
Arts, entertainment and recreation	106	2,285,000
Accommodation and food services	49	3,161,000
Other (except public administration)	479	13,323,000

/a/ Not disclosed for **Mining, utilities, information** categories

Table 10-15
Calaveras County Total Receipts
Retail Businesses Subject to Federal Income Tax, 2002

Source: U.S. Census Bureau

Description /a/	# of Establishments	Receipts (in dollars)
Retail (total)	360	\$13,585,000
Motor vehicle and parts dealers (e.g., automobile dealers, used car dealers, other motor vehicle dealers, motorcycle dealers, boat dealers)	18	\$1,298,000
Building material and garden equipment and supplies dealers	10	\$1,730,000
Food and beverage stores (e.g., grocery stores; specialty food stores; beer, wine and liquor stores)	14	\$625,000
Health & personal care stores (e.g., cosmetics, beauty supplies, perfume, optical goods, other health and personal care)	15	\$160,000
Clothing and clothing accessories stores (e.g., women's clothing, children's and infants clothing, family clothing, clothing accessories, jewelry, luggage and leather goods)	14	\$1,084,000
Sporting goods, hobby, book and music stores (e.g., sporting goods; hobby, toy & games; sewing, needlework & piece goods, book stores, news dealers, music stores)	17	\$706,000
Miscellaneous store retailers (e.g., florists, office supplies, stationary, gift stores, novelty, souvenir stores, used merchandise, other, art dealers)	122	\$3,458,000
Used merchandise stores	74	\$1,160,000
Other miscellaneous store retailers	50	\$1,663,000
Art dealers	12	\$547,000
Other	38	\$1,116,000
Nonstore retailers (e.g., electronic shopping, mail order, vending machine operators, direct selling establishments)	127	\$3,357,000
Direct selling establishments (e.g. fuel dealers, other)	115	\$2,859,000

/a/ Not disclosed **for furniture and home stores; electronic and appliance stores** (including appliance, television, electronics, household appliances, radio, computer); **gasoline stations; general merchandise stores**

Summary: Recommended Strategies for Economic Development

Based on the preceding statistics and studies, and programs included in the Housing Element and Land Use Element of the Angels Camp 2020 General Plan, the following recommendations are expected to assist Angels Camp in meeting its economic development objectives.

Identify Land for Business Attraction and Expansion Development

Increase the designation of land within the city limits available for business attraction and expansion development, targeting those businesses identified in the *Feasibility Study City-Owned Industrial Park City of Angels Camp, November 15, 2002; Applied Development Economics* providing wages of \$10+ per hour (See **Figure 10-1**).

Reduce Commercial Leakage

Monitor the availability of land for commercial development targeting those businesses that supply goods currently purchased in neighboring counties as identified in the *Feasibility Study City-Owned Industrial Park City of Angels Camp, November 15, 2002*.

Facilitate and Promote Moderate-Wage Jobs and Facilitate Job-Training Efforts Compatible with the City's Employment Projections

Work cooperatively with the Calaveras County Economic Development Company, Job Connection, Columbia College, the local high school's ROP program and similar entities to provide job-training and re-training targeting the priority industries identified in *Feasibility Study City-Owned Industrial Park City of Angels Camp, November 15, 2002*.

Provide Affordable Housing in Close Proximity to Work Areas

One strategy for meeting the city's affordable housing goals is to locate affordable housing within walking distance of the city's commercial centers where businesses employing minimum wage workers are concentrated. As public transit opportunities increase, consideration also should be given to locating housing near transit route.

Commercial & Residential Uses

Continue to include provisions in the zoning ordinance to permit residential units above commercial establishments (i.e., mixed use) and to allow home occupations.

Economic Development Coordinator

Pursue establishment of an economic development coordinator position to oversee implementation of the city's economic development programs.

Tourism

Continue to promote public activities and events celebrating the city's culture, history, industries, recreational opportunities, arts and natural resources. Support and promote events that bring visitors and residents downtown, complement the economic development objectives of the city, and are compatible with the city's community character. Continue to maintain a visitor's center in Angels Camp.

GOALS, POLICIES AND IMPLEMENTATION PROGRAMS

10A. Land Use & Economics

Goal 10A Maintain and enhance the city's economic vitality while conserving the city's social, cultural, environmental, and aesthetic resources.

Policies

- 10.A.1** Encourage a mixture of uses and activities that will maintain the vitality of the downtown area.
- 10.A.2** Recognize the economic impacts of new commercial development on existing businesses within the city limits.
- 10.A.3** Continue to maintain an efficient permit processing system at the city.
- 10.A.4** Support transportation system improvements that facilitate economic development.
- 10.A.5** Reserve sufficient capacity within the city's water and wastewater systems to serve land uses that promote economic development and assist in achieving the city's goal for establishing a jobs/housing balance.
- 10.A.6** Encourage home occupations consistent with neighborhood character as a means of supporting start-up businesses.

Implementation Programs

10.A.a Maintain Lists of Vacant Commercial and Business Attraction & Expansion Lands

Facilitate economic development within the city by working in cooperation with the Economic Development Company of Calaveras County to maintain a list of vacant and underutilized Commercial and Business Attraction and Expansion (BAE)-designated and/or zoned lands to be made available to the public upon request. This program should be completed in conjunction with *2020 General Plan Program 1.A.c* (Monitor Land Availability).

Equivalent Program: 1Ea (Land Use)

Related programs: 1Ab (Land Use), 1Ac (Land Use), 1Fb (Land Use), 10Ac (Community Identity), 10Ad (Community Identity)

10.A.b Investigate the Feasibility of Establishing an Economic Development - Housing Coordinator/Facilitator/Special Events Coordinator

Investigate the potential cost of hiring a housing-economic development coordinator/facilitator/special events coordinator, perhaps in partnership with Calaveras County or the Human Resources Council, to oversee implementation of housing and economic development programs in the region. The coordinator should be able to fund all or a portion of his or her position through grants. The coordinator would be expected to spearhead efforts to implement the programs found in the city and/or county housing and economic development elements, apply for funding for implementation of these programs, and oversee implementation of funded programs.

Equivalent: 2Aa (Housing)

Related Programs: 11a (Land Use), 2Dg (Housing), 3Bk (Circulation), 3Cd (Circulation), 5Ak (Noise), 6Bh (Public Safety), 7Cj (Public Facilities & Services), 7Hc (Public Facilities & Services), 7Hd (Public Facilities & Services), 7Id (Public Facilities & Services), 7Ig (Public Facilities & Services), 8Cd (Cultural Resources), 10Ab (Economic Development), 10Ao (Economic Development), 10Cd (Economic Development), 11Ee (Community Identity), 12Am (Parks & Recreation), 12Cg (Parks & Recreation)

10.A.c Establish and Maintain a Business Attraction and Expansion Land Use Designation/Pursue Development of an Angels Camp Business Attraction & Expansion Park(s)

Establish and maintain a Business Attraction and Expansion (BAE) Land Use Designation within the city on lands suited to the development of industries identified in the following studies (and amendments to these and similar studies as may occur throughout the life of this general plan).

Community Assessment, Volume I: Business Attraction & Expansion Study (Applied Development Economics; November, 1993)

Industrial and Commercial Market Analysis, Volume II: Business Attraction & Expansion Study (Applied Development Economics; November, 1993)

Economic Strategy and Implementation Plan, Volume III: Business Attraction & Expansion Study (Applied Development Economics; November, 1993)

Feasibility Study City-Owned Industrial Park City of Angels Camp, (Applied Development Economics; November 15, 2002)

The BAE land use designation should allow a mixture of light industrial land uses with light commercial land uses servicing employees (e.g., small-scale food service, day-care) with an emphasis on light manufacturing, processing, assembly, wholesale businesses and research

and development activities in a campus-like business setting (e.g., extensive landscaping, integrated architectural design).

Equivalent Program: 1Fb (Land Use)

Related Programs: 10Aa (Economic Development), 10Ad (Economic Development)

- 10.A.d Develop a Business Attraction and Expansion (BAE) Zoning District**
Develop a Business Attraction and Expansion (BAE) Zoning District within the city to provide for a mixing of light industrial and commercial uses and for implementing *2020 General Plan Program 10.A.c.*

Related Programs: 1Aa (Land Use), 1Ca (Land Use), 4Di (Conservation & Open Space), 8Af (Cultural Resources), 10Aa (Economic Development), 10Ac (Economic Development), 11Ba (Community Identity), 11Da (Community Identity)

- 10.A.e Establish a Growth Management /Infrastructure Allocation Program**
[2020 General Plan Mitigation Measure MM-LAND-03, MM-UTILITY-04, MM-CIRCULATION-01, MM-UTILITY-04]
Establish a growth management program, including adoption of a growth management ordinance, to:

- a. Encourage a cohesive pattern of urbanization that balances competing interests, including the need for additional housing and related development, and the community desire to maintain community character, ensure adequate public facilities, and provide public open spaces for recreation, economic development and maintenance of scenic resources
- b. Ensure all new development provides the necessary infrastructure and public facilities required to support the development
- c. Provide the framework to phase and pace growth so as to minimize its fiscal and environmental impacts, and ensure concurrency between growth, infrastructure and services
- d. Provide for the accommodation of the city's fair-share housing allocations to meet the needs of all segments of the community
- e. Establish a growth management program that is consistent with the general plan
- f. Assure that the rate of population growth will not exceed the average annual growth rates established in the general plan, so that new development occurs concurrently with necessary infrastructure and public service improvements

- g. Ensure that adequate wastewater facilities and services are available to meet the needs of existing and new development
- h. Provide sufficient quantities of water for residents and businesses
- i. Establish limits for new water and wastewater connections consistent with the anticipated timing of capital improvements necessary to provide sufficient capacity as identified in the adopted Water and Wastewater Management Plans, as that plan may be amended.
- j. Revise water and wastewater master plans based on a range of population growth (e.g., 1.8% - 2.52%)
- k. Identify Benefit Basins for new local roadways included in the 2020 General Plan and commence formation of the Benefit Basins in anticipation of new development within the Basins

In conjunction with this program, prepare a growth allocation study, jobs/housing balance study to determine a healthy balance between job growth, labor force, affordable housing, wages and the appropriate allocation of water and sewer connections necessary to achieve this balance. In addition, include an economic implementation program to assure that all aspects of the program are accomplished.

The program should be completed in coordination with the collaborative UPLAN (Partnership in Integrated Planning) modeling efforts being undertaken by the Calaveras Council of Governments to assist in anticipating future growth and development and the demand on city and county infrastructure and resources.

Within 30 months of adopting *General Plan 2020*, draft a growth management plan addressing projected population growth (ranging from a low of 1.8% to at least 2.52%) and available infrastructure (water and wastewater services, at a minimum)

Equivalent Program: 1Ag (Land Use), 7Ae (Public Facilities & Services), 7Bl (Public Facilities & Services)

Related Programs: 2Bf (Housing), 2Bh (Housing), 4Gh (Conservation & Open Space), 6Ef (Public Safety), 7Ba (Public Facilities & Services), 7Bh (Public Facilities & Services), 7Bk (Public Facilities & Services), 7Bj (Public Facilities & Services), 10Be (Economic Development), 10Bd (Economic Development)

10.A.f Facilitate Establishment of a City/County Industrial Park

Approach the county to discuss the location of an industrial park outside of the city limits, preferably within ten miles of the city, to accommodate industrial uses that generate noise, odor, have outdoor storage, involve heavy equipment operation (especially outdoors), outdoor fabrication, or similar uses that may be incompatible with the compact development patterns of the city.

Equivalent Program: 1Fa (Land Use)

Related Program: 11De (Community Identity)

10.A.g Encourage Communications Infrastructure

In evaluating applications for new communications infrastructure, the city will consider the following:

- a. How the proposed infrastructure will enhance the city's ability to reach its business attraction and expansion goals (as established in the studies contained in *2020 General Plan Programs 1.F.b* and **10.A.c**)
- b. Consistency of the proposal with the city's Wireless Telecommunications Facilities Ordinance

Equivalent Programs: 7Gc (Public Facilities & Services), 1Fc (Land Use)

Related Programs: 1Fb (Land Use), 6Ed (Public Safety), 6Ee (Public Safety), 10Ac (Economic Development)

10.A.h Maintain Provisions for Home Occupations

Continue to allow home occupations pursuant to in-house permitting standards established in the City of Angels Municipal Code, encouraging professionals to work from their homes. Prepare and provide public handouts (or information on the city's website) summarizing the requirements for home occupations. Update and refine standards to better identify uses that are appropriate as home occupations and establish necessary measures to be undertaken to ensure neighborhood compatibility.

Equivalent Programs: 1Fd (Land Use)

10.A.i Establish an Annexation Plan

Consider establishing an annexation plan that addresses policies for evaluating annexation priorities and that identifies potential annexation areas, to assist in the implementation of the general plan's goals, policies and implementation programs.

Consideration should be given to annexing areas encompassing the following:

- a. Transportation corridors, including planned future by-pass routes
- b. Major intersections
- c. **Land with high potential for economic development**
- d. Land providing recreation and open space opportunities
- e. Natural (i.e., physical) boundaries (e.g., rivers, roads, ridges)
- f. Scenic vistas
- g. Land providing affordable housing opportunities

Decisions to pursue or not to pursue an annexation should involve consideration of potential impacts including, but not limited to:

- h. Availability and/or ability to provide water and sewer
- i. Potential to increase or decrease demands for affordable housing
- j. Ability to provide adequate police, fire, park and recreation and other city services
- k. Impacts associated with potential traffic increases

Equivalent Programs: 1Ha (Land Use), 3Ee (Circulation), 11Af (Community Identity)

Related Programs: 7Ck (Public Facilities), 7Dc (Public Facilities), 7Ge (Public Facilities), 7If (Public Facilities)

See Also: *2020 General Plan Map 1B Angels Camp* Primary and Secondary Spheres of Influence and *2020 General Plan Map 1C Angels Camp Area of Interest / Comment*

10.A.j Encourage Adaptive Reuse

Amend the municipal code to allow uses not otherwise permitted within a commercial or business attraction and expansion district when that development involves adaptive re-use of buildings (rehabilitating historic buildings for new uses) compatible with the Secretary of the Interior's Standards for the Treatment of Historic Properties (*2020 General Plan Appendix 8A*).

Related Programs: 2Ca (Housing), 2Cg (Housing), 2Cm (Housing), 6Ah (Public Safety), 8Ba (Cultural Resources), 8Bc (Cultural Resources), 8Bd (Cultural Resources), 8Bt (Cultural Resources), 8By (Cultural Resources)

10.A.k Establish a Facade Easement Program

Working with an appropriate nonprofit organization, establish a facade easement program allowing the city or nonprofit to purchase or accept, through donation, easements on building facades.

Equivalent Program: 8Be (Cultural Resources)

10.A.l Consider Establishing a Redevelopment Agency to Assist in the Provision of Affordable Housing, to Fund Infrastructure Improvements, and to Achieve Other City Goals Identified in the General Plan

Consider establishing a redevelopment agency and plan, or similar mechanism, to assist in:

- a. The provision of affordable housing
- b. Funding infrastructure improvements that may be necessary for the provision of affordable housing or economic development
- c. Funding water and wastewater infrastructure improvements
- d. Funding fire and medical protection infrastructure improvements (e.g., upgrading fire hydrants, increasing fire flow)
- e. Funding park infrastructure and related improvements (e.g., sidewalk construction, facilities for low-impact modes of transportation)
- f. The provision of infrastructure improvements supporting public works facilities (e.g., sidewalks, drainage facilities)
- g. The rehabilitation of historic properties

- h. **Promoting economic development (e.g., undertaking commercial area enhancements, improving and/or expanding parking facilities, establishing a commercial/retail facade loan program, undertaking gateway beautification projects, undertaking curb, gutter and sidewalk replacement and repair, providing and/or improving restroom facilities, conducting an historic inventory)**

The preceding activities are subject to redevelopment law restrictions and requirements. The city should hold at least one public forum to discuss the establishment of a redevelopment agency prior to 2009.

Equivalent Programs: 1Af (Land Use), 2Cf (Housing), 7Ab (Public Facilities & Services), 7Bc (Public Facilities & Services), 7Cb (Public Facilities & Services), 7Eb (Public Facilities & Services), 7Fa (Public Facilities & Services), 7Ha (Public Facilities & Services), 8Bp (Cultural Resources), 12Ea (Parks & Recreation)

10.A.m Provide a Community Forum to Establish Large Retail Facility Design Guidelines

Provide a public forum (i.e., public meeting or community committee) to address non-historic large retail facilities and identify guidelines for design, permitting and regulatory guidelines desirable for these facilities.

Equivalent Program: 1Eh (Land Use), 11De (Community Identity)

Related Programs: 1Ca (Land Use), 1Cb (Land Use), 1Eg (Land Use), 10An (Economic Development), 11Da (Community Identity), 11Db (Community Identity), 11Dd (Community Identity)

10.A.n Consider Adopting Bonding Standards for Non-Historic Large Retail Facilities

Consider adopting a provision in the City of Angels Municipal Code to require bonding for large retail facilities sufficient to fund the removal of non-historic large, vacant retail space and adaptive reuse of large buildings and spaces should they become vacant.

Equivalent Program: 1Eg (Land Use), 11Dd (Community Identity)

Related Program: 1Eh (Land Use), 10Am (Economic Development), 11De (Community Identity)

10.A.o Facilitate Traffic Control Planning for Special Events

Facilitate planning for traffic management at special events. Continue to support and promote bus service to and from special events that meet established participation thresholds from local parking facilities, and encourage charter bus service from the Bay Area and Valley locations for special events expected to draw large crowds.

Equivalent Program: 3Cd (Circulation)

Related Programs: 8Cd (Cultural Resources), 10Ab (Economic Development), 10Cd (Economic Development), 11Ee (Community Identity), 12Cg (Recreation)

10B. Work Force, Job Creation, Wages & Housing

Goal 10B Encourage the location of median wage jobs in the city to assist in increasing the accessibility of housing for low, very low and moderate income households.

Policies

- 10.B.1** Promote the development of housing for all income levels within the city.
- 10.B.2** Encourage and facilitate the location of median wage jobs in the city.
- 10.B.3** Continue to provide financial assistance to support economic development.

Implementation Programs

10.B.a **Facilitate and Promote Moderate-Wage Job-Training Efforts Compatible with the City's Employment Projections**

Increase the designation of land within the city limits available for business attraction and expansion and targeting those businesses identified in the *Feasibility Study City-Owned Industrial Park City of Angels Camp, November 15, 2002; Applied Development Economics* providing wages of \$10+ per hour.

Monitor the availability of land for commercial development targeting those businesses that supply goods currently purchased in neighboring counties as identified in the *Feasibility Study City-Owned Industrial Park City of Angels Camp, November 15, 2002*.

Work cooperatively with the Calaveras County Economic Development Company, Job Connection, Columbia College, Bret Harte High School ROP, CalWorks and similar agencies, to provide job training targeting the priority industries identified in *Feasibility Study City-Owned Industrial Park City of Angels Camp, November 15, 2002*.

Anticipated activities may include, but are not limited to:

- a. Support for televised or other local instruction at satellite learning centers (e.g., Columbia College)
- b. Supporting outreach to low-wage earners within the city

- c. Supporting job “fairs” at local high schools to encourage students to pursue medium-wage jobs that are locally in demand
- d. Work with Columbia College and other higher education institutions and programs to locate and expand campuses in and near the city

The city shall encourage implementation of this program through implementation of the following program:

Establish, on the city website, a page with links and contact information to the region’s job training and job assistance organizations.

Equivalent Program: 2Ae (Housing)

Related Programs: 1Aa (Land Use), 1Ac (Land Use), 1Ca (Land Use), 1Ea (Land Use), 1Fb (Land Use), 4Di (Conservation & Open Space), 8Af (Cultural Resources), 10Aa (Economic Development), 10Ac (Economic Development), 10Ad (Economic Development), 10Bb (Economic Development), 11Ba (Community Identity), 11Da (Community Identity)

10.B.b Support the Maintenance/Encourage the Location of a Satellite Campus(s)/Learning Center in Association with Columbia College or Other Colleges in or Near the City

Encourage and support the expansion, location, and maintenance of a Columbia College campus or satellite learning center (currently at the Glory Hole Commercial Center) in or near the city limits in cooperation with the appropriate agencies. Encourage the location of new satellite campus sites from other learning centers (e.g., San Joaquin Delta College) in or near the city.

Equivalent Program: 2Dc (Housing), 7Ii (Public Facilities & Services)

Related Program: 2Ae (Housing), 10Ba (Economic Development)

10.B.c Seek to Provide Funding Assistance for Small Businesses

Earmark funds in the city’s Community Development Block Grant Program Income Reuse Plan in support of small business development (e.g., small business revolving loan fund).

10.B.d Monitor Jobs-Housing Balance

Establish and maintain a program to monitor the jobs-housing balance in Angels Camp in conjunction with updates to the city's housing element. The program should include monitoring the following elements:

- a. Annual changes and five-year trends for the number of jobs and number of housing units and, if available, workers per household
- b. Annual changes and five-year trends for household incomes compared with the median prices and rents of housing
- c. Changes in the transportation system or communications technologies that would significantly affect current reliance on automobile commuting
- d. Changes in inter-county commuting patterns

Related Programs: 1Ef (Land Use), 10Ae (Community Identity), 10Be (Community Identity)

10.B.e Provide Job and Wage Projections for New Commercial Developments

Amend the municipal code to require applications for commercial development (development size to be determined) to include the projected number of jobs to be created, the estimated salary range for those positions and the number of new local hires anticipated by the new commercial development. This information will be used in the city's jobs/housing analysis.

Equivalent Programs: 1Ef (Land Use)

Related Programs: 10Ae (Economic Development), 10Bd (Economic Development)

10C. Economic Development

Goal 10C Promote a wide variety of economic opportunities consistent with the city's social, cultural, environmental, and aesthetic resources.

Policies

- 10.C.1 Maintain the city as the economic center of the county.
- 10.C.2 Promote the city as the economic center of the region, providing the full range of goods and services necessary for residents' daily lives.
- 10.C.3 Continue to recognize the importance of the tourism industry to the city.
- 10.C.4 Promote locally produced products.
- 10.C.5 Encourage the establishment of high-demand service providers within the city limits (e.g., medical services) compatible with the city's character.
- 10.C.6 Promote Healthy Arts activities (e.g., performance arts, crafts, art in public places).

Implementation Programs

- 10.C.a **Continue to Support the Calaveras County Economic Development Company (EDC)**
Continue to support the Calaveras County Economic Development Company's (EDC) efforts in regional economic development.
- 10.C.b **Continue to Support Economic Development Organizations**
Continue to support organizations that enhance economic development benefiting Angels Camp [e.g., Calaveras County Visitor's Bureau, Calaveras County Chamber of Commerce, Economic Development Company of Calaveras County, Central Sierra Resource Conservation & Development District (RC&D), Central Sierra Economic Development Council, Angels Camp Business Association, Sierra Business Council].
- 10.C.c **Encourage Recreation-Related Commercial Uses**
Amend the City of Angels Municipal Code to allow recreational uses as a permitted uses within Commercial and Recreational zoning districts (e.g., bike rentals, rafting companies, guide services).

10.C.d Support and Promote Events Celebrating the City's Culture, History, Industries, Recreational Opportunities and Natural Resources

Continue to support and promote public activities and events celebrating the city's culture, history, industries, recreational opportunities, arts and natural resources. Support and promote events that bring visitors and residents downtown, further the economic development objectives of the city, and are compatible with the city's community character including, but not limited to:

- a. Events recognizing and celebrating the city's historic sites, structures, people, culture and events
- b. Events recognizing the city's literary history
- c. Calaveras County Frog Jump
- d. Fishing tournaments (e.g., bass tournaments), triathlons, fun-runs, biking tournaments and other recreational events
- e. Events recognizing the city and region's historic industries (e.g., mining, timber harvesting)

Equivalent Programs: 4Ae (Conservation & Open Space), 4Fc (Conservation & Open Space), 8Cd (Cultural Resources), 11Ee (Community Identity), 12Cg (Parks & Recreation)

Related Programs: 2Aa (Housing), 3Cd (Circulation), 10Ab (Economic Development), 10Ao (Economic Development), 11Ea (Community Identity)

10.C.e Support the Maintenance of a Tourism and Visitor's Bureau in the City Limits

Continue to maintain and support the retention of a Tourism and Visitor's Bureau within the city limits, separate from facilities that may be maintained by the county outside of the city limits.

10.C.f Support Business Retention

Support and encourage the establishment of organizations that promote the retention and growth of existing businesses within Angels Camp. Review the city's municipal code to determine if there are provisions that may discourage retention and growth of existing businesses within Angels Camp; where appropriate, propose amendments to the municipal code that will encourage the growth and retention of existing businesses.

Equivalent Program: 1Fe (Land Use)